NICE®

TechStyle™

JUSTFAB   fabkids   shoedazzle®   ⊠FABLETICS

Customer Profile:

Fashion retail e-commerce

Website:

www.techstyle.com

Locations:

Davao and Bacolod, Philippines; Tijuana, Mexico; Gdansk, Poland; and Belgrade, Serbia

Business Need:

- Multistate workforce management
- Service level and regulatory adherence
- Self-service scheduling
- Accurate forecasting
- Faster service

Solutions:

- NICE Workforce Management
- NICE inContact CXone ACD
- NICE inContact CXone Recording
- NICE inContact CXone Quality Management

The Impact:

- 42-second reduction in AHT
- 92% answer rate
- 42.5% reduction in after-call work
- 11% decrease in refused calls
- 71% overall service level adherence
- 90% of calls answered in 30 seconds or less
- Average call length is under 5 minutes
- Average online chat length is 7 minutes

On The NICE Solution

"Not only have improvements come as a direct consequence of the system, but also because NICE Workforce Management has afforded us a sound and stable platform on which to continue our growth"

- Jack Roberts, Manager, EU WFM

About TechStyle Fashion Group

TechStyle Fashion Group (TechStyle) is a global online subscription-based fashion retailer, offering its 4.5 million active subscribers personalized services. The company's portfolio of apparel and shoe brands includes those of its subsidiaries, JustFab, FabKids, ShoeDazzle and Fabletics, which are available in the United States, Canada, the United Kingdom, Germany, France, Spain, Sweden, Denmark and the Netherlands.

TechStyle operates five contact centers in four countries - the Philippines, Mexico, Poland, and Serbia - employing 1,500 agents. With 24/7 operations throughout the year, the company handles an annual contact volume of 8.4 million calls and chats.

The Challenge

TechStyle has two contact centers in Europe, in Poland and Serbia. Each location employed over 120 agents and handled ecommerce for 12 different brands. The company was managing its European workforce with a solution provided by its business process outsourcing (BPO) partner.

The workforce management (WFM) solution was limited in its capabilities and basic in its deployment. Workload estimates were based on uncalibrated historical data and no business information was being leveraged to generate accurate capacity plans. As a result, forecasting was not reflective of clear insight into real-world circumstances the company faced.

Similarly, visibility into agent-level intraday activities was negligible and there was no real-time adherence solution. The system for tracking employee breaks was ad-hoc, managed solely by on-site team leaders at the BPO centers. Time-off planning and management was completed with little business impact analysis or actual data on agent time-off credit balances.

Those WFM deficiencies created a situation in which the head count at the European sites did not match the requirements.

In order to improve matters, TechStyle sought to establish a consistent, integrated and standardized WFM solution it could use across all its global facilities. Yet, at the same time, the solution would have to be flexible enough to adapt to differing and complex labor regulations, especially as they apply to the company's two EU-based sites.

The Solution

TechStyle uses NICE InContact automatic call distributor (ACD), managed in-house, for its global operations. The company also implemented NICE Workforce Management and related solutions at its businesses in North America and the United Kingdom in 2016. The success TechStyle enjoyed with these products led its leadership to conclude that the same systems should be used at the company's facilities in Europe, easily and quickly creating a globalized WFM standard.

As each country has different labor laws and regulations, TechStyle's European Union deployment of NICE required customizations and planning to accommodate regional restrictions. The allocation of the relatively small contact center workforce also had to take into account weekly and monthly forecasted volumes for the many EU states the agents served.

The company's ambitious deployment plan was to have NICE completely live in less than three months. This included fully revamping TechStyle's internal approach to WFM, changing the nature of its relationship with its BPO, and making stark changes to work procedures.

Managing Design, Change and Deployment

In order to design and build out the environment in NICE Workforce Management (WFM), TechStyle and NICE had to translate existing European site and team structures, as well as local data, into the WFM format. The next step was to create a dynamic scheduling environment within WFM.

That was the most challenging aspect, according to TechStyle, because the solution configuration had to take into account daily and weekly agent scheduling rules for two different sets of strict labor law requirements. The system had to adapt depending on which site they were at, while also coordinating a weekly rotation that would make it possible to cover weekend shift work using the entire EU workforce each month.

The process for arranging agent time-off was planned in the Time-Off Manager module of NICE WFM. In addition, to empower agents with greater control, TechStyle incorporated the solution's schedule trade feature.

Change management for the shift to NICE WFM in the European contact centers incorporated two-way communication with both the BPO partner and the frontline agents. TechStyle presented the BPO teams with sample WFM schedules, reports and extracts, as well as evidence that the solution would adhere to all relevant labor regulations. The company solicited from the BPO information about its business needs and considerations regarding the WFM transition.

For the agent pool, TechStyle introduced NICE WFM and its benefits with a series of meetings with team leaders, a major communication for all agents, and meetings at which the agents could provide feedback and voice their concerns. This feedback was then used to build-out interactive training modules.

Such communication with partners and employees mitigated potential disruptions and ensured buy-in before the NICE WFM go-live in Europe. Afterwards, TechStyle and NICE ensured smooth production and deployment with successful PAT and UAT testing. Following implementation, TechStyle continued to fine-tune the solution. As part of this effort, the company held follow-up agent meetings, introduced real-time adherence monitoring, and initiated WebStation analytics.

Preparation and Optimization Produces Great Results

Thanks to careful planning and continuing optimization TechStyle began the busiest part of its year, Q4, with a workforce that was already familiar with the day-to-day workings of NICE WFM. The effect on the company's EU KPI's, comparing Q4 2016 and Q4 2017, was rapid and dramatic.

- 42-second reduction in AHT
- 92% answer rate (increased from 83%)
- 42.5% reduction in after-call work
- 11% decrease in refused calls
- 71% overall service level adherence (increased from 54%)

Related data shows that 90% of calls are answered in 30 seconds or less, with an average call length of under five minutes. In addition, the average online chat length has been measured at seven minutes.

A Platform for Future Growth

As agents, supervisors, and analysts get more experienced with NICE WFM, further improvements to TechStyle KPI's are expected. They will be a direct consequence of the NICE WFM system, but also because its implementation has afforded a sound and stable platform on which to continue growth.

The WFM platform will help agents and management identify new opportunities within the business. It also provides an environment for "champion challenger" tests to be accurately deployed and managed. Ultimately, TechStyle will use NICE technology for more accurate impact assessments.